



**2013 Governor's Conference on Postsecondary Education
Trusteeship**

Building a Stronger Workforce through Postsecondary Education

Rethinking Career Services for Today's College Students

Aaron Thompson

Senior Vice President for Academic Affairs
Kentucky Council on Postsecondary Education

O. Ray Angle

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UNC at Chapel Hill University Career Services

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Associate Vice President
Notre Dame Career and Professional Development



University of Notre Dame

Delivering Career Services in Higher Education Today

Friday, Sept. 13, 2013



Presented By: Lee Svete, Associate Vice President of Career &
Professional Development – University of Notre Dame



Lee Svete - Consulting

- **William & Mary**, Video Conference, September 2013
- **Goldman Sachs**, New York, NY, August, 2013
- **University of Virginia**, McIntire School of New York, NY, Fall 2013 Commerce, Fall, 2012
- **University of Connecticut**, Storrs, CT, Spring 2012
- **Brigham Young University**, Marriott School of Business, Fall 2011
- **St. Johns University**, Grant Thornton Consulting, Fall 2011
- **Baylor University**, Student Affairs, Human Resources, Summer 2011
- **University of Miami**, School of Business, Ziff Career Center, Spring 2009
- **Slippery Rock University**, Slippery Rock, PA, (Technology only) Spring 2009
- **Indiana University**, Bloomington, IN, Spring 2009
- **General Mills**, Minneapolis, MN, Summer 2008
- **Fordham University**, on-site at Notre Dame, August, 2008
- **Seattle University**, Seattle, WA, November, 2007
- **Texas Christian University**, Ft. Worth, TX, October, 2007 and 2011
- **Duke University**, Durham, NC, Benchmarking Study, October 2006
- **General Electric Global Research Center**, Albany, NY, Summer 2004
- **University of Notre Dame, Mendoza College of Business- MBA**. June 2003
- **Brown University**, on-site at Notre Dame, Summer 2002
- **University of Portland**, Portland, OR, 2001-2003
- **Wabash College**, Crawfordsville, IN, 2000



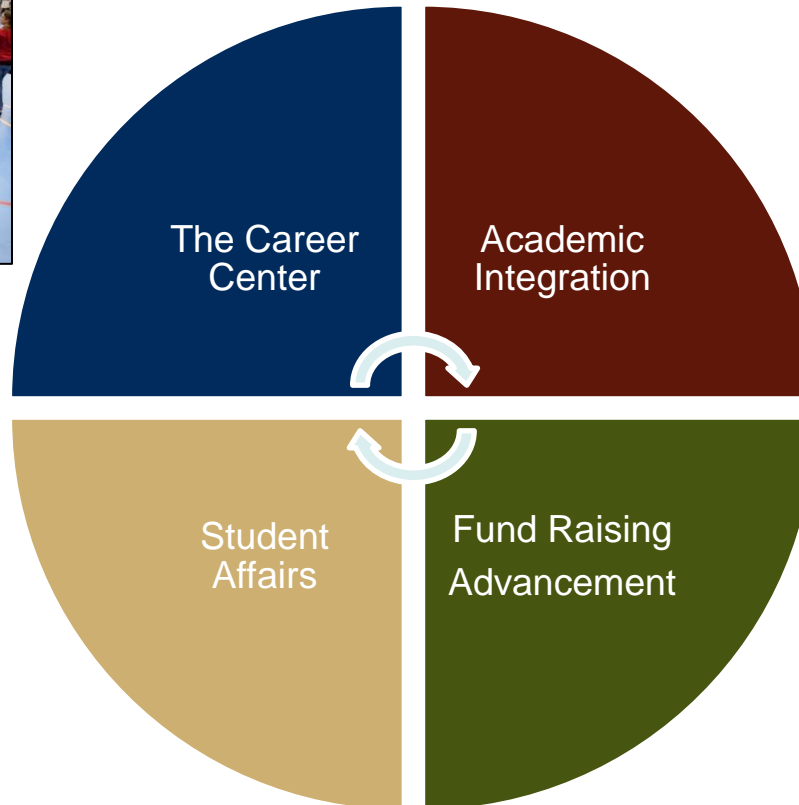
Undergraduate University Rankings

- **# 1 Nation's Best Undergraduate Business Program for 3 consecutive years (The Career Center received an "A+")**
- Bloomberg BusinessWeek
 - **#1 Catholic University in the World**
- Times Higher Education World University Rankings
 - **#1 Undergraduate College Producing CEOs of 100 Largest US Financial Firms**
- Bloomberg News
 - **#17 in Nation's Top Universities**
- U.S. News & World Report
- * Notre Dame IRISH Football is ranked #14*



New Trends of Integration

**Lee Svete,
Associate Vice President of Career & Professional
Development**





Employer Advisory Board

accenture



Johnson & Johnson

AON



P&G

GENERAL MILLS

stryker®



at&t

Goldman
Sachs



TARGET



DRAFTFCB





The Career Center

- Centralized services for all students
- Four Year Plan for students
- Emphasis on discernment
- eportfolio@nd.edu
- Focus on student preparation and competency in the job market
- Assign Career Advisors to Academic Majors & Colleges

The Career Center
UNIVERSITY OF NOTRE DAME
stand out.

4-year game plan

freshman year

- ❑ Meet with a First Year of Studies Advisor to explore their resources and services.
- ❑ Learn about The Career Center at careercenter.nd.edu.
- ❑ Meet with a Career Counselor.
- ❑ Target faculty to discuss selecting a major and making career choices.
- ❑ Attend the "All Majors Fair" during the spring semester.
- ❑ If extra career assistance is needed, enroll in a Career Development Seminar.
- ❑ Become involved with extracurricular activities for personal and professional development.
- ❑ Create a preliminary resume.

sophomore year

- ❑ Make an appointment with your Career Counselor at The Career Center.
- ❑ Register for Go IRISH, the online on-campus recruiting program.
- ❑ Update, refine, and upload resume to Go IRISH.
- ❑ Compose a cover letter that complements your resume.
- ❑ Research and talk to faculty and upper-classmen to finalize decision on your major.
- ❑ Utilize job shadowing as a way to learn about careers of interest.
- ❑ Participate in career workshops including resume writing, and interviewing techniques.
- ❑ Assess your career interests, preferences and values through Career Center self-assessment tools and courses.
- ❑ Explore career fields/industries of interest.
- ❑ Develop career-related skills (writing, foreign language).
- ❑ Identify potential paid and unpaid internships and apply to ones of interest.
- ❑ Understand how skills obtained on the playing field are transferable to the "real world".

junior year

- ❑ Meet with your Career Counselor to discuss how to gain experience in your field of interest.
- ❑ Review the "Internships" in the Undergraduate section of careercenter.nd.edu.
- ❑ Continue to update resume.
- ❑ Decide on industries/internships you would like to pursue.
- ❑ Attend career fairs and employer information sessions listed in the events section of Go IRISH.
- ❑ Schedule interviews through Go IRISH to obtain internship (paid or unpaid).
- ❑ Identify internships with companies that do not recruit on campus.
- ❑ Seek positions of leadership in campus organizations and/or volunteer services.
- ❑ Participate in mock interviews and learn how to research industries and organizations you are targeting.

senior year

- ❑ Meet with your Career Counselor to discuss your strategy for finding full-time employment.
- ❑ Refer to "Job Search" in the Undergraduate section of careercenter.nd.edu.
- ❑ Organize job search and strategies for obtaining full-time employment.
- ❑ Attend various career-related workshops and employer information sessions.
- ❑ Attend career fairs listed in the events section of Go IRISH.
- ❑ Participate in additional mock interviews.
- ❑ Some industries hire "just-in-time" employees. Be prepared for that particular job search by meeting with a career counselor who is familiar with your industry of interest (i.e. advertising, publishing, design, non-profits).

THE CAREER CENTER | CAREERCENTER.ND.EDU | (574)631-5200 | NDCPS@ND.EDU



Program Priorities & Challenges

- Early Career Advising for First Years and Sophomores
- Job Shadowing
- Networking and Mentoring
- Externships
- Internships – Fund \$300,000
- Interview Preparation
- Visit 100 Employers Annually
- Wall Street Leadership Committee
- Ethical Job Search Practices
- Careers in Business for A&L Majors
- Fund Raising for Career Services





Funding Priorities

- Build new \$30M Career & Discernment Center
- \$50M for 2 Dorms – Faculty in Residence – Peer Advising
- Internships – Fund \$300,000
- \$5M Diversity & Inclusion Center
- \$10M Wellness Center
- \$2M Gender Relations Program
- Potential \$500M Stadium Project & Student Center



Data is Essential to High-Impact Career Services

Successful Career Services Will Rigorously Collect and Apply Data

Key Data to Collect

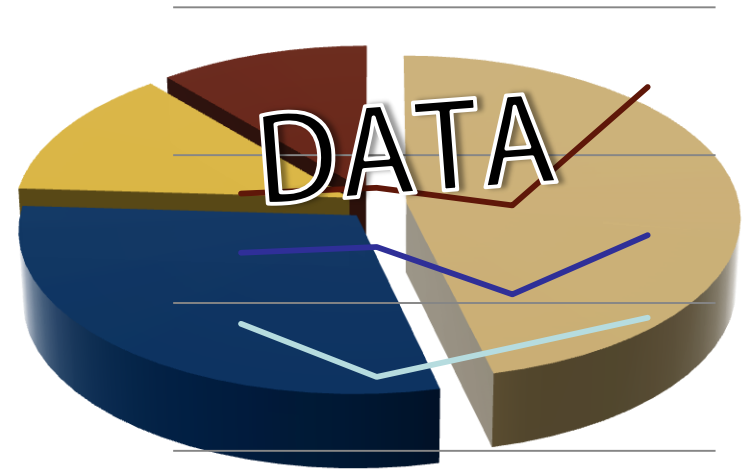
- First-destination survey
- Usage rates of different Career Center services
- Alumni 5 and 10 year surveys
- Employer satisfaction with graduates on the job

Short-Term Career Services Applications

- Tailoring services to employers and students
- Using first-destination data in academic advising and career counseling
- Improving Career Services efficiency

Long-Term Institutional Uses

- Redesigning academic programs and core curriculum
- Including career data in recruiting materials
- Extending services and continuing educations to alumni





Historical Future Plans Data

Consistent and Successful Performance with Career Outcomes

University-Wide	Full-time	Grad/Prof. School	Service	Military	Seeking Employment	Other Plan
2006	48%	35%	11%	3%	2%	1%
2007	48%	34%	12%	3%	2%	1%
2008	50%	34%	11%	2%	2%	1%
2009	44%	34%	12%	2%	5%	3%
2010	49%	34%	11%	2%	2%	2%
2011	54%	31%	9%	3%	2%	1%
2012	55%	29%	8%	3%	3%	2%

Response Rate: Since 2007 we have had a 89% or better response rate. In 2012, it was 92%.



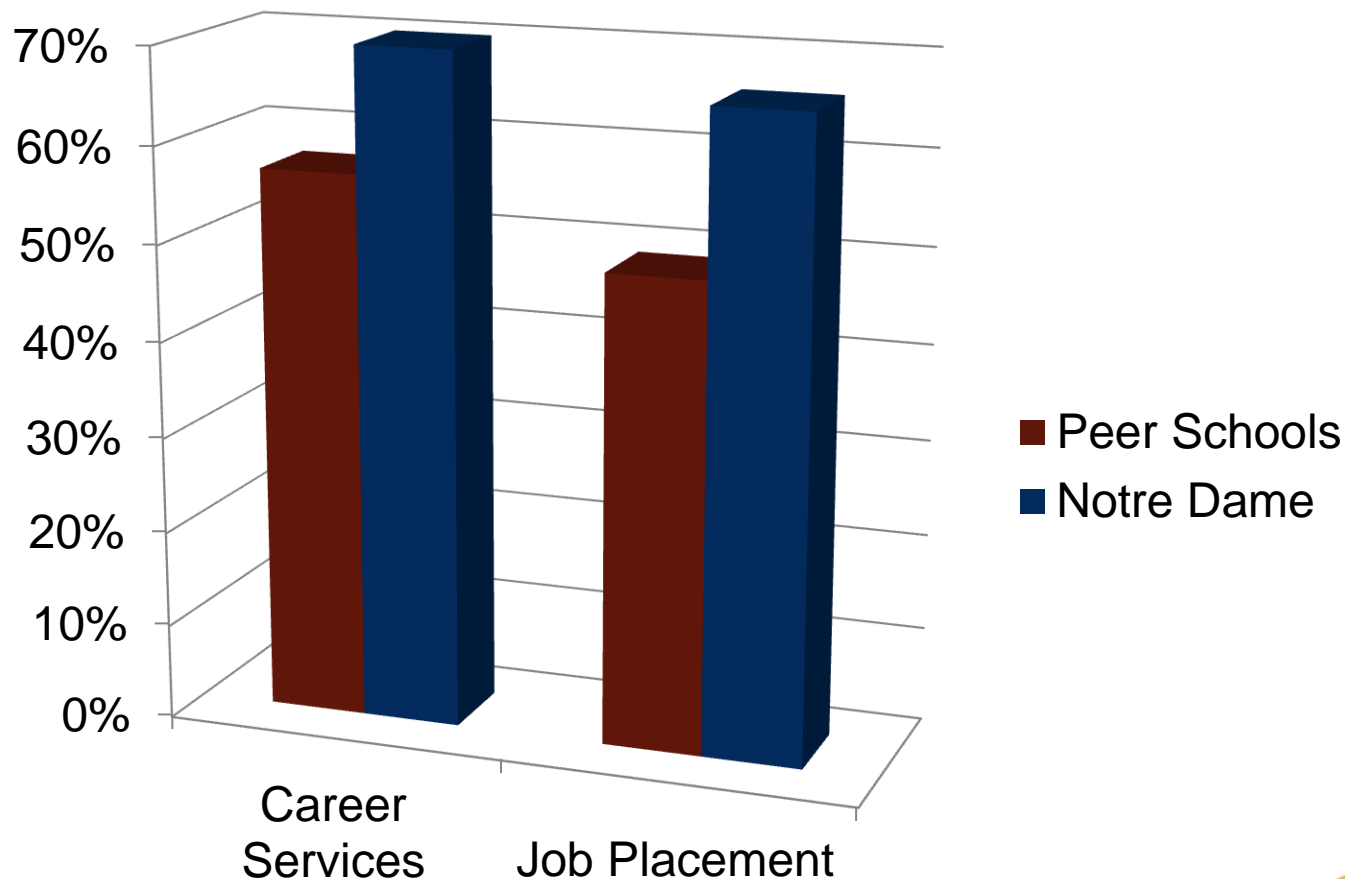
BusinessWeek Rankings

2012 Rank	2011 Rank	School Name	Student Survey Rank	Recruiter Survey Rank	Median Starting Salary (\$)	Facilities & Services Grade	Job Placement Grade
1	1	Notre Dame (Mendoza), Notre Dame	1	2	55000	A+	A+
2	2	Virginia (McIntire)	2	8	60000	A+	A+
3	5	Cornell (Dyson)	3	7	60000	A+	A+
4	4	Pennsylvania (Wharton)	12	9	70000	A	A+
5	3	Emory (Goizueta)	4	6	57000	A+	A+
6	9	MIT (Sloan)	8	23	70000	A	A+
7	6	Michigan (Ross)	23	5	64398	A	A+
8	14	Washington U. - St. Louis	16	25	60250	A+	B
9	16	Boston College (Carroll)	15	14	60047	B	A+
10	8	North Caroline-Chapel Hill	7	40	55000	A+	A+





College Survey - Satisfaction with Services



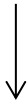
What Lies Ahead for Career Services?

History Shows Offices Have Tried to Adapt to New Trends

Changing Paradigms in Career Services

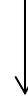
1940s/50s

- Placement focus
- Career Services as Employment Services
- *Key Industry: manufacturing for men*



1990s

- Networking focus
- Career Services as Career Resource Library
- *Key Industry: Fortune 500s, birth of technology boom and internet, advertising/communications*



2010s

- Global networking focus
- Career Services as ROI
- *Key Industry: multinational energy, healthcare, services, infrastructure, fast-growth employers, wireless tech, security*

1960s/70s/80s

- Planning focus
- Career Services as Counseling Center
- *Key Industry: manufacturing, non-profits, government*



2000s

- Social networking focus (dot.coms)
- Career Services as Counseling Center and Networking Hub
- *Key Industry: corporate (financial & technical), government*



2009-13 RETURN ON INVESTMENT

Return on Investment = Kentucky College Degree – Tuition RB /Tuition RB

(Gain from Investment - Cost of Investment) / Cost of Investment (Tuition)
Academic Preparation, Career Services, Degree

**Career Services =
ROI @ Notre Dame &
Colleges and Universities
in Kentucky**

 **Kentucky Council on
Postsecondary Education**





Trends Impact in Higher Education

- Rise of Moocs
 - [Harvard University](#) (MA), [Stanford University](#) (CA), and [MIT](#), are investing millions in MOOC development
 - [Coursera](#), recently announced [partnerships with 10 public universities and university systems](#) to develop courses,
 - [Georgia Institute of Technology](#) unveiled a [\\$7,000 MOOC master's degree](#) in computer science in partnership with [Udacity](#).
- Critics worry that MOOCs will harm higher education because their adoption is driven primarily by financial concerns, not pedagogy. In their view, prepackaged MOOCs can't possibly deliver the same quality experience that a live instructor can provide.
- Competition from the Nation's Largest University....who is it?
- Employers skeptical about training outcomes of Moocs and employee performance
- Employers concerned about talent who can on solve problems, work in teams, make presentations, related to clients, apply research





Typical Career Center: A Critical Nexus





ND Career Center A Critical Nexus

The Career Center is
uniquely positioned





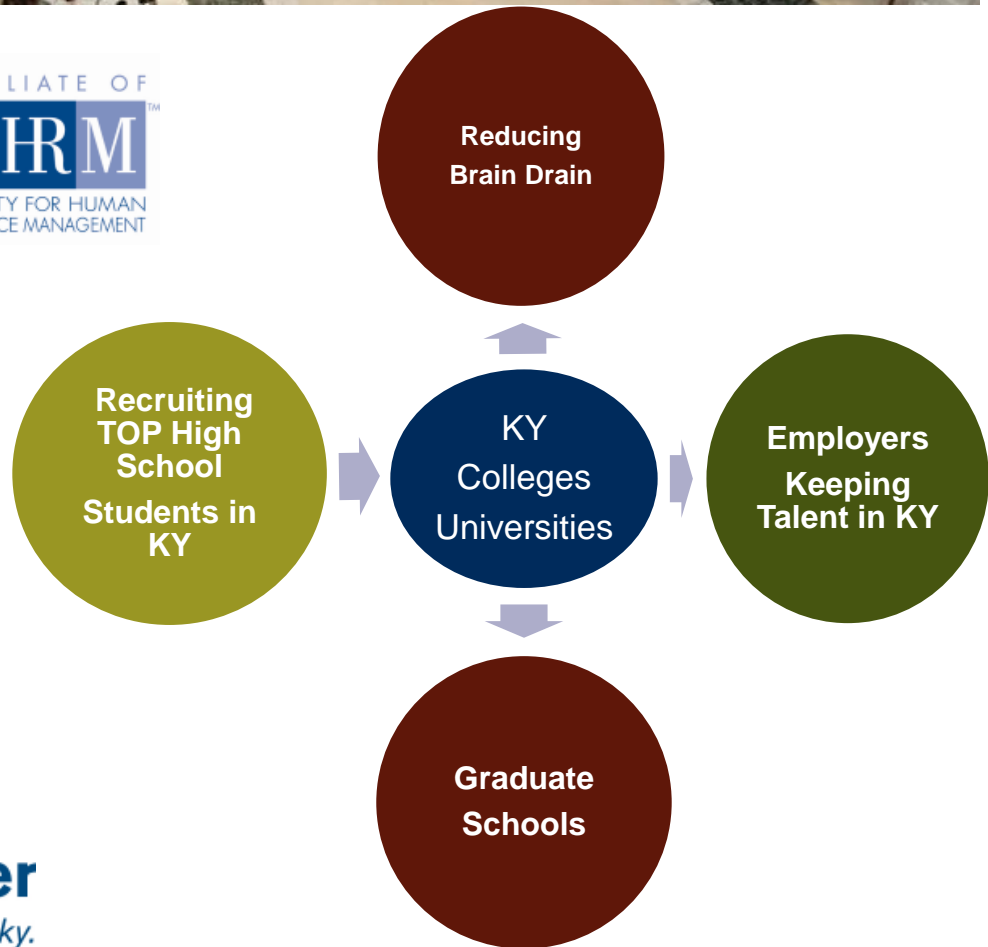
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SHRM

AFFILIATE OF
SHRM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

**Think
Kentucky**
Cabinet for Economic Development



Kentucky Chamber
Uniting Business. Advancing Kentucky.





THE BEST PLACES TO WORK IN KENTUCKY 2013 Rankings – Small/Medium Companies

- | | |
|---|--------------------------|
| 1 Integrity IT | Lexington |
| 2 River Road Asset Management, LLC | Louisville |
| 3 Symbiotix, Inc. | Lexington/Danville |
| 4 MassMutual Financial Group: Assurance Financial Group | Lexington/Louisville |
| 5 Tenmast Software | Lexington |
| 6 ARGI Financial Group | Louisville/Bowling Green |
| 7 Air Hydro Power | Multiple Cities |
| 8 Benefit Insurance Marketing | Lexington |
| 9 People Plus, Inc. | Multiple Cities |
| 10 Park Community Federal Credit Union | Lexington/Louisville |
| 11 The Heritage Nursing and Rehabilitation Facility | Corbin |
| 12 Sturgill, Turner, Barker & Moloney, PLLC | Lexington |

http://www.inc.com/inc5000/list/2012/state/ky

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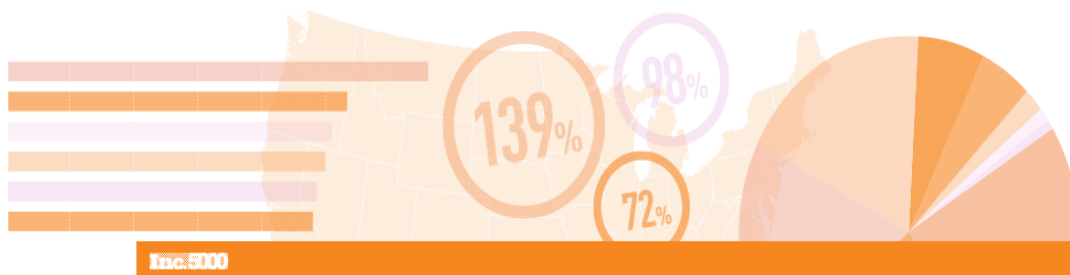
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ABOUT | NEWS

SEARCH THE LIST

Company Name



MORE OPTIONS

RANK	COMPANY NAME	3-YEAR % GROWTH	REVENUE (Millions)	STATE
41	Strategic Communications	5,186%	\$45.4 million	KY
190	NorAm International Partners	1,847%	\$154.9 million	KY
580	Fitness Consulting Group	633%	\$2.2 million	KY
776	US WorldMeds	441%	\$36.7 million	KY
918	Photizo Group	357%	\$2.3 million	KY
1090	The Eisen Agency	291%	\$2.3 million	KY
1108	Troll and Toad	286%	\$18.7 million	KY
1235	Quadrant Financial	251%	\$16.7 million	KY
1284	Great Northern Building Products	240%	\$9 million	KY
1987	Artemis Electronics	135%	\$6.6 million	KY
1988	The Learning House	135%	\$7.7 million	KY
1993	TIER1 Performance Solutions	135%	\$9.5 million	KY
2108	Deyta	124%	\$7.3 million	KY
2148	Street Moda	121%	\$6.8 million	KY

http://businessclimate.com/kentucky-economic-development/kentucky-top-employers

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Kentucky's Top Employers | Kentucky Economic Devel...

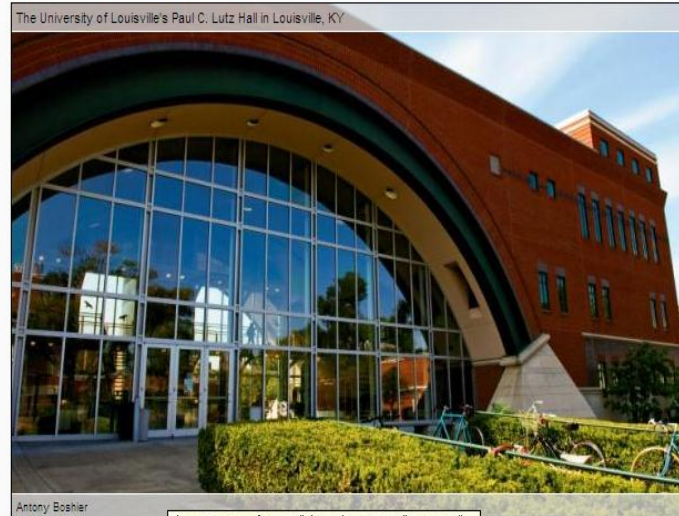
KENTUCKY

Kentucky Economic Development

WORKING LIVING FACTS & STATS

[Home](#) | [Kentucky](#) | [Business Climate](#) | [Kentucky's Top Employers](#)

Kentucky's Top Employers



Kentucky offers a rich and diverse landscape of manufacturing and education. Here's a list of some of the state's top employers.

10,000+ Employees

[Fort Campbell City Offices](#) (Fort Campbell) 23,227

[Cincinnati International Airport-CVG](#) (Hebron) 11,000

TOP INDUSTRIES

- [Automotive Manufacturing](#)
- [Biotechnology and Life Sciences](#)
- [Manufacturing](#)
- [Sports and Recreation](#)
- [Transportation and Logistics](#)

[Read More On Top Industries »](#)



CARROLL COUNTY - KENTUCKY

Centrally Located in the Golden Triangle of Louisville, Lexington and Cincinnati
LEARN MORE about our diversified industrial base.

FACTS & STATS

\$100

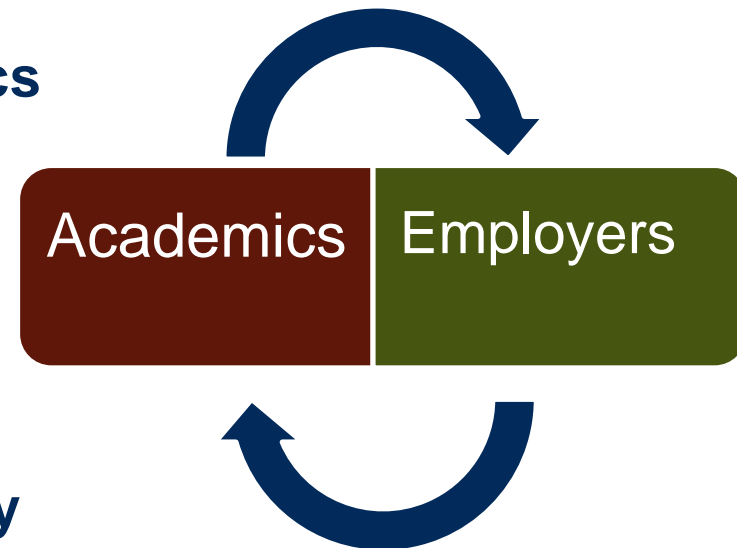
Customizing Recruiting Activities

- **Stiff Competition for Employer Mindshare**
 - Career Services faces challenges from third parties, other institutions
- **Creating a Distinct Value Proposition**
 - Leveraging institutional relationships to meet employer need is essential
- **Enhancing the Employer Experience on Campus**
 - Employer strategy sessions at Notre Dame, NYU, Penn, Cal Berkeley
- **Increasing Brand Awareness on Campus**
 - A key opportunity for Career Services
- **Engaging Employers in Career Education Programming**
 - A win-win situation for employers and students



Customizing Recruiting Activities

- **Helping Employers Find the Workers They Need**
 - Next generation Career Services plays more active role in matchmaking
- **Bridging the Divide Between Academics and Employers**
 - Career Services creates formal connection to faculty
- **Ensuring High-Value Interactions with Employers**
 - Faculty nominations and student preparation ensure rewarding site visits
- **Identifying Talent. Building Brand Early**
 - Notre Dame's Arts & Letters and Student Athlete Career Boot Camps
- **A Lasting Impact on Students**
 - Participant's benefit from networking, exposure to different career paths





Resources & Partnerships

- **Society of Human Resource Managers**
 - Join Organization, Attend Conferences, Member Directory
- **Career & Internship Consortium**
 - Career Fairs in Boston, DC, L.A. and New York
- **Big East Conference Consortium**
 - Virtual Fairs and Career Fair in New York
- **Hire Big Ten Plus**
 - Virtual Career Fairs for International Students
- **University Career Action Network**
 - Shared Internship Data Base with 20+ schools
 - 4,000 New Internships Annually



Looking Ahead – Breakouts



Career Services 2025 3 Scenarios

Career Services 2025

Possibility #1: Career Services as Life Coach

Key Elements

- Focus on four-year engagement
- Staff dedicated to counseling
- Reliance on personal assessment tools (Strengths Finder, Myers-Briggs)
- Integration with academic advising
- Resources for international job searches



Advantages

- Leverages existing staff expertise in counseling
- Encourages student engagement with Career Services from year one
- Holistic view of career development: personal, academic, and co-curricular



Drawbacks

- Employer development not a top priority
- Not focused on generating job opportunities for students
- Difficult to implement at large institutions
- Is this what students want from Career Services?

Career Services 2025

Possibility #2: Outsourcing Career Services to Third-Party Providers

Key Elements

- Most resources offered online
- Career Services maintains contracts with resume software providers, online job boards, and placement agencies
- Very limited in-person counseling



Advantages

- Many online resources are of equal or better quality to in-house resources
- Can be cost-effective
- Online resources offer 24/7, global access to students



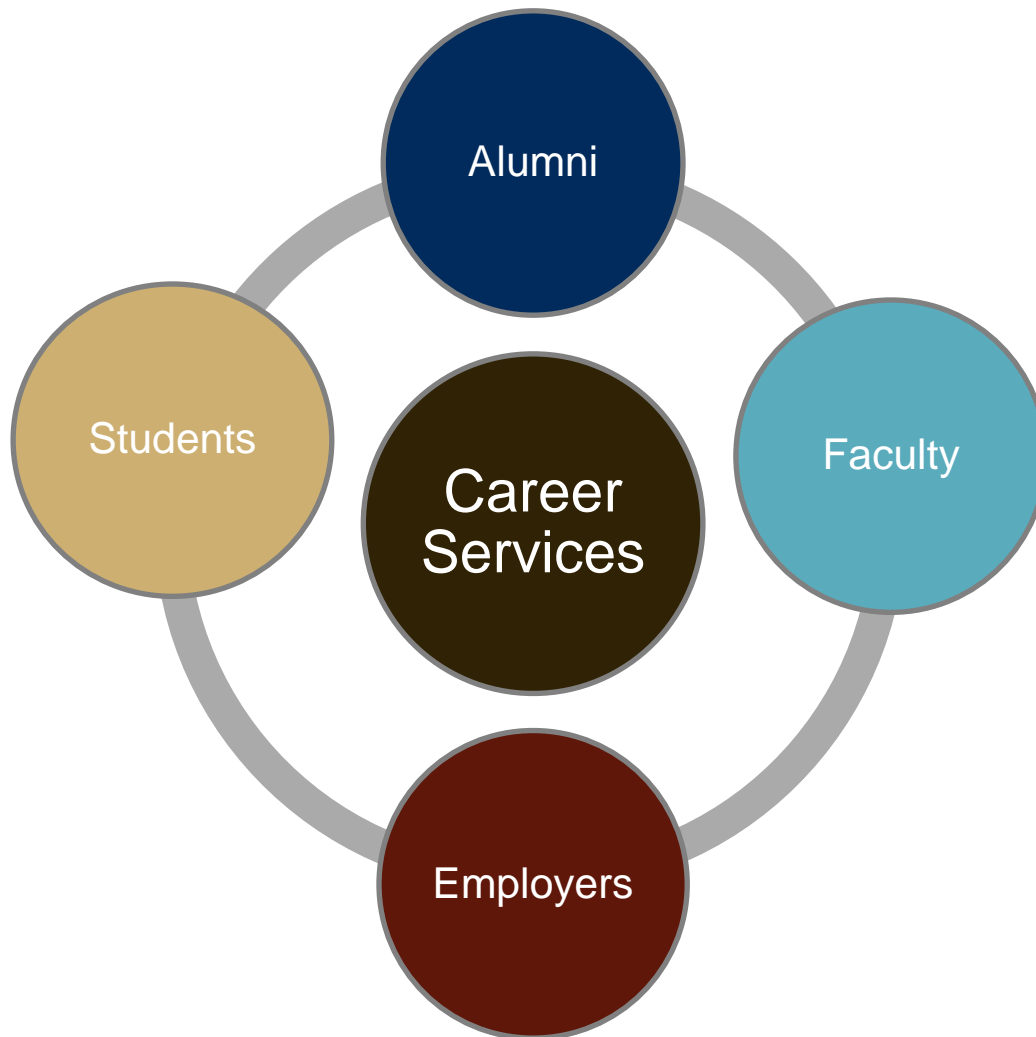
Drawbacks

- Limited opportunities for students to discuss complex issues with counselors
- Third-party vendors lack connections with faculty and alumni
- Services lack customization to institutions
- Quality control challenges

Career Services 2025

Possibility #3: Career Consultants to All Stakeholders

Connecting and Serving Key Constituencies



The Real Value of Career Services

“The niche of the career center will be the consultation aspect of the work. The ability to bring industry information to the conversation, educating faculty, students, and staff about the needs of matching industry and candidate fit, is where our real value lies to students, employers, and the institution.”

Susan Terry
University of Washington

Creating Multi-Year Long Term Employer Partnerships



Driving Engagement Across the University

- Sponsorships for residence halls, academic competitions
- Research partnerships with faculty
- Agreements to provide continuing education for staff



Creating a Pipeline of Future Applicants

- Sponsorships for student activities, orientation to raise brand awareness
- Development of externship, internship, and/or co-op programs
- Senior and alumni recruiting



Corporate Development and Philanthropy

- Funding a research lab on campus
- Endowing a faculty chair
- Scholarship funds
- Long-term (5-& year) sponsorship agreements

UNC Chapel Hill

University Career Services

The Five Es of Career Development

O. Ray Angle, Director
University Career Services
UNC Chapel Hill
Hanes Hall, 2nd Floor
<http://careers.unc.edu>
919.962.6507

Career Development

Past and Present

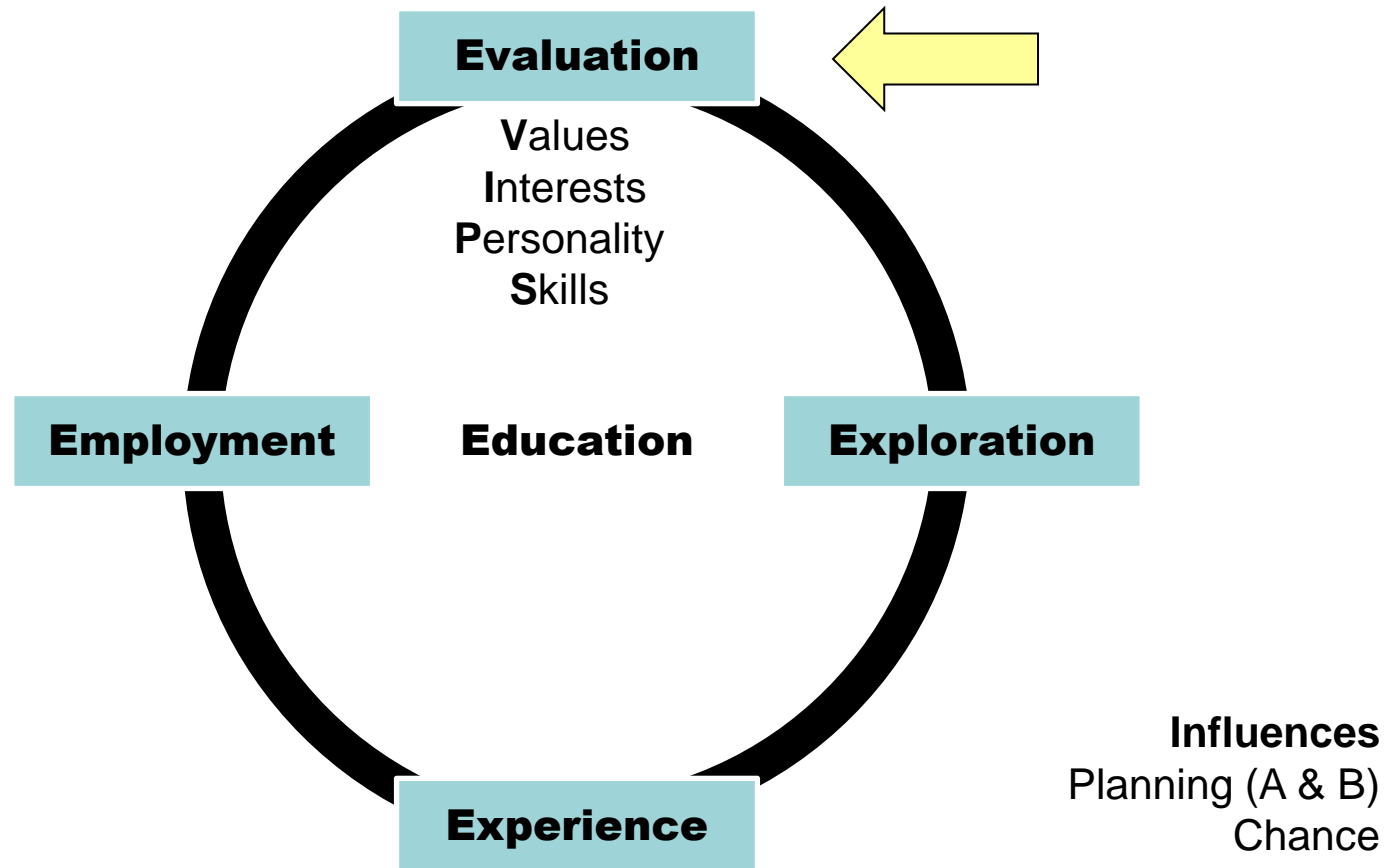
THE PAST

- College education valued and somewhat rare
- Employer / employee relationship long-term
- Linear career development process
- Employment is permanent

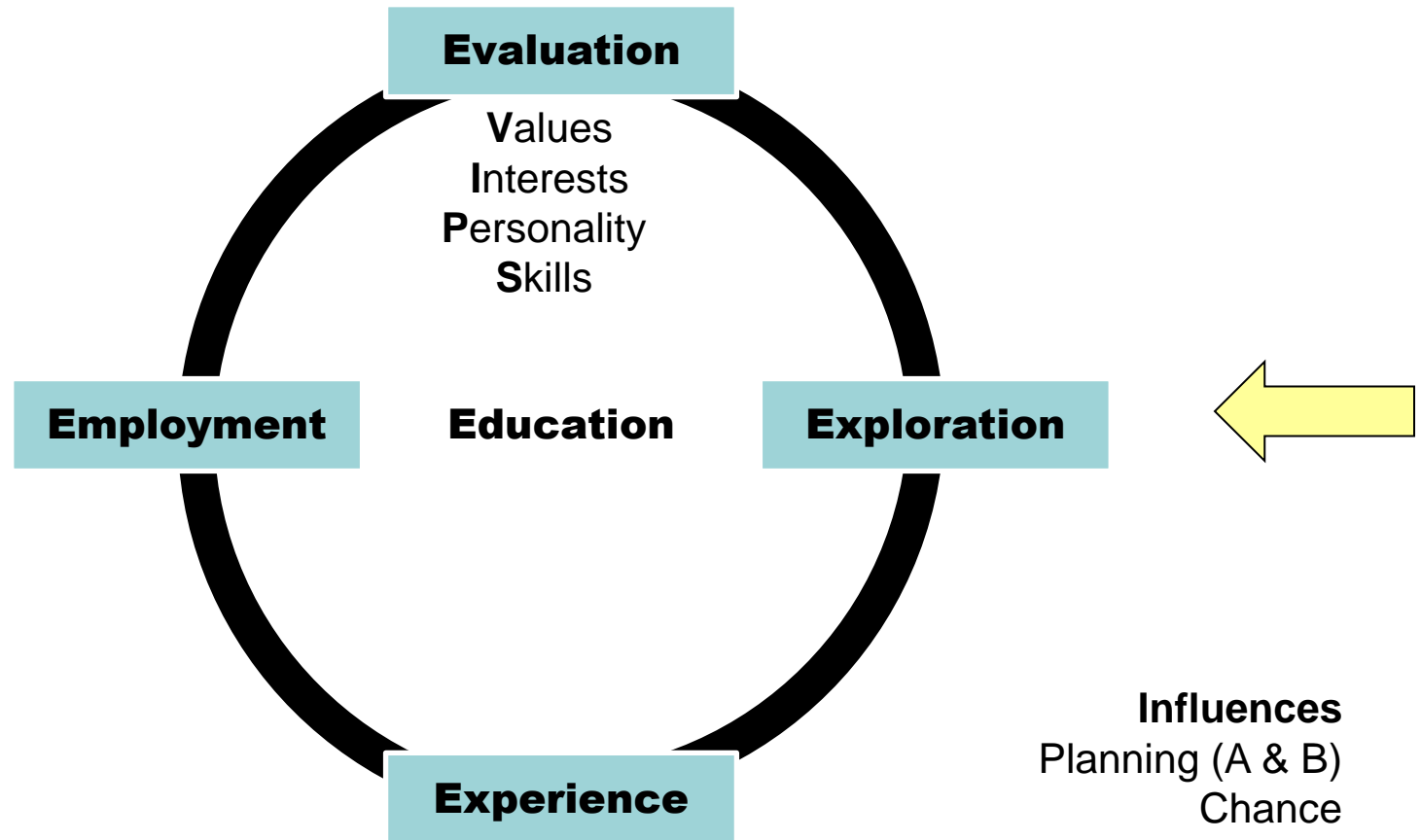
THE PRESENT

- College education valued but more common
- The bar has been raised on what graduates should know
- Employer / employee relationship short-term
- Cyclical career development process
- Employment is free agency

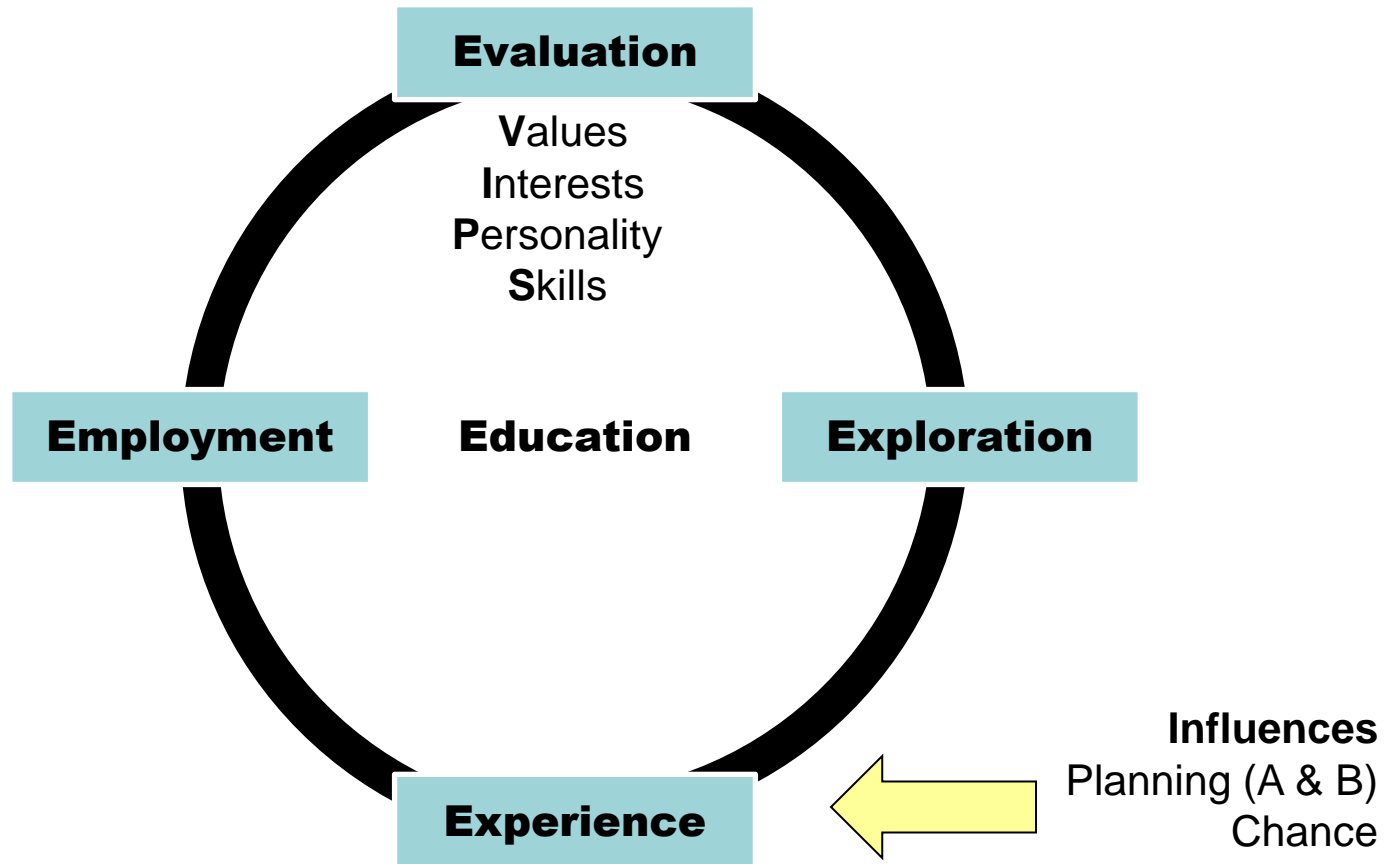
The Five Es of Career Development



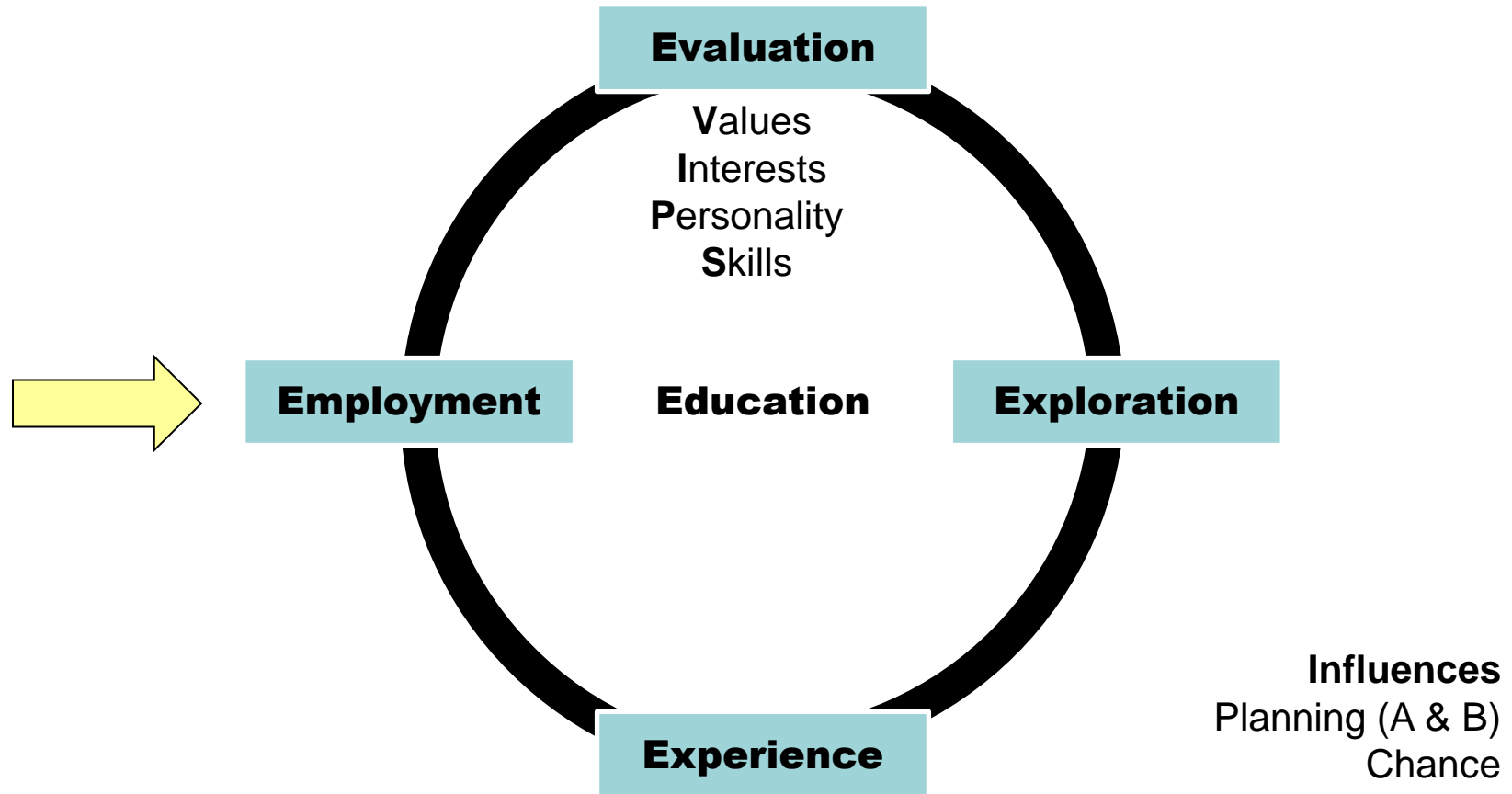
The Five Es of Career Development



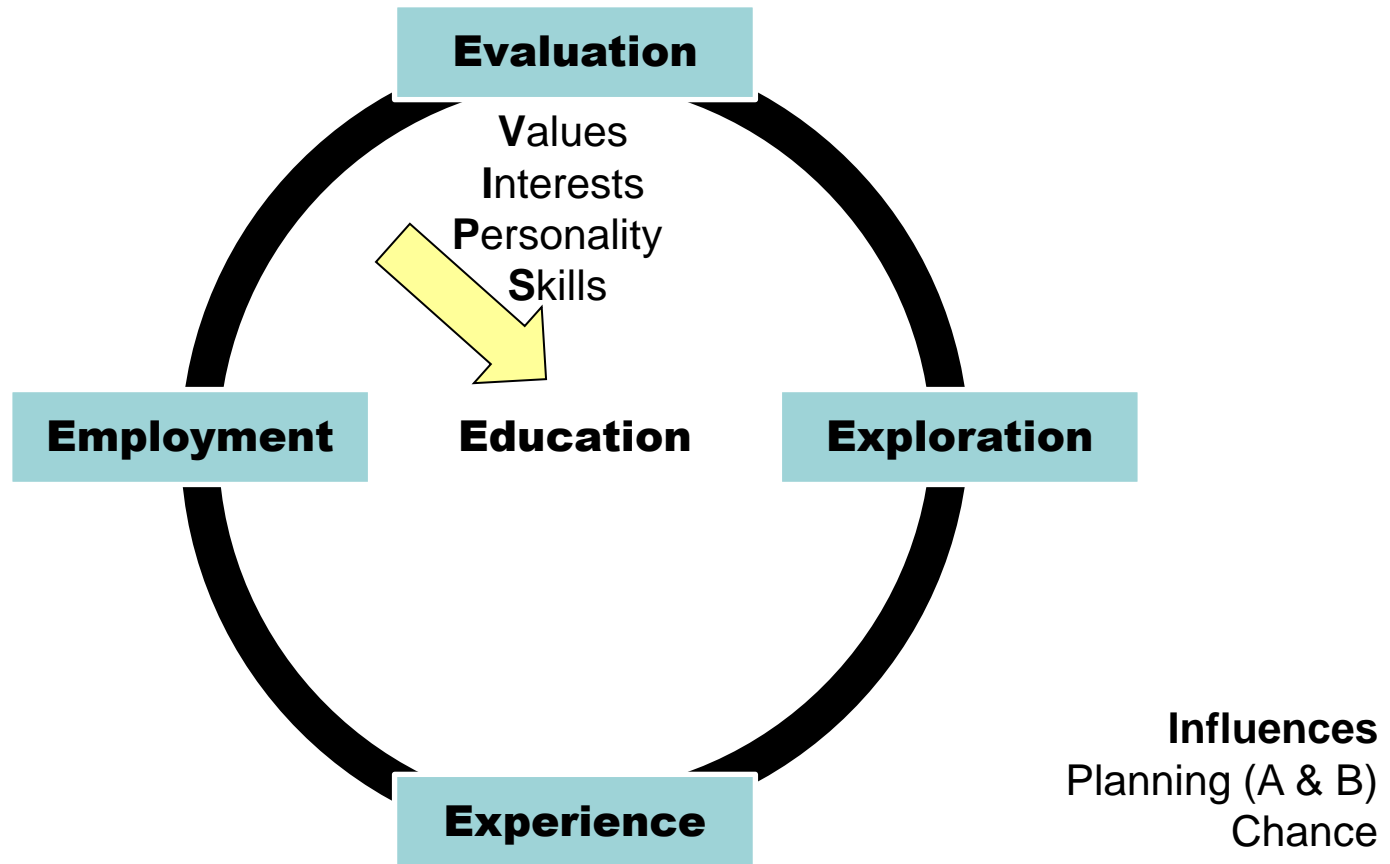
The Five Es of Career Development



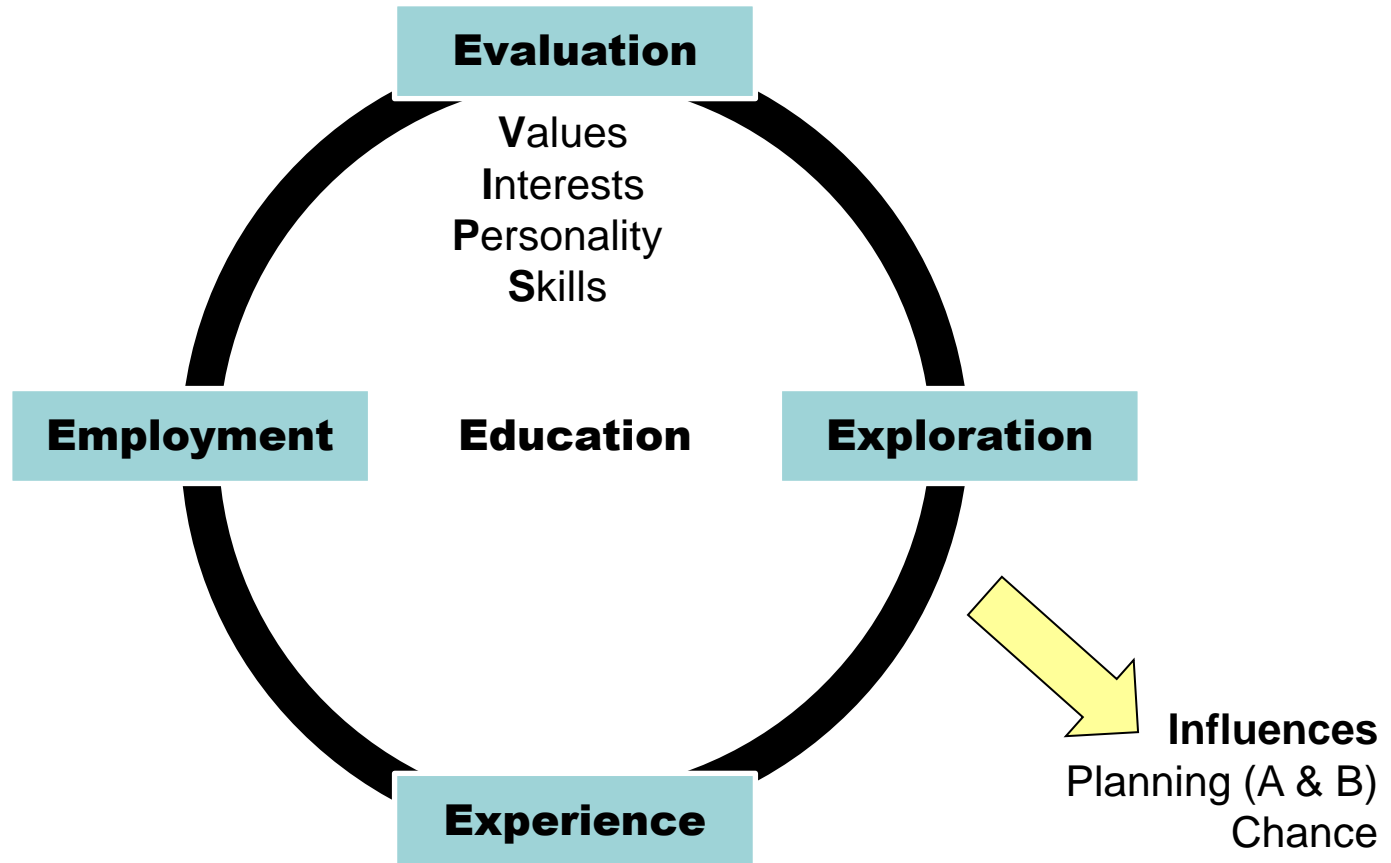
The Five Es of Career Development



The Five Es of Career Development



The Five Es of Career Development



Career Development

The Future

THE SAVVY CAREER MANAGER

- Takes charge of her/his career
- Is a lifelong learner
- Prepares for almost anything
- Accepts and embraces change
- Thinks of himself/herself as free agent
- Re-invents herself/himself for future
- Thinks globally
- Develops and refines skills

Career Development

The Future

THE SKILLS

- Ability to learn how to learn
- Knowledge broker
- Techno-savvy
- Communication (speaking, writing, listening)
- Interpersonal communication (soft skills)
- Ability to process large amounts of information
- Teamwork
- Problem-solving/analytical
- Flexibility/adaptability/agility
- Organization/time management
- Creativity
- Stress management